

Local Economic Development in Europe
and Eurasia Region:
Strategies that Work:
A Workshop for USAID Staff and Implementing Partners

Final Report

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Local Economic Development in Europe and Eurasia Region: Strategies that Work: A Workshop for USAID Staff and Implementing Partners

Overview

The International City/County Management Association (ICMA) in contract with USAID has designed and implemented a workshop for USAID staff and implementers on Local Economic Development (LED). This workshop brought together USAID staff and implementers in the Eastern Europe and Eurasia Region to discuss strategies currently being used by both staff and implementers for LED activities. The purpose of the workshop was to take stock of USAID experience to date and translate that experience into useful recommendations for future LED programming in the E&E Region. Objectives of this workshop were for participants to:

- Share experience on well designed LED programs, their results and measuring such results
- Recognize the role of various stakeholders (private sector, local government) in the local economic development process and identify mechanisms that USAID can use to support their joint actions to form and implement effective strategies and interventions
- Identify tools and mechanisms available to USAID officers to encourage and support strategic local economic development activities in the E&E Region
- Discuss opportunities for greater synergy between Economic Growth (EG) and Democracy and Governance (DG) programs to revitalize local economies

The Local Economic Development Workshop was held January 24-27, 2005 at The Hilton Hotel in Sofia, Bulgaria.

Presenters included USAID staff, ICMA staff, implementers and ED practitioners from the United States, countries that joined the EU in 2004, and countries preparing for accession to the EU in 2007. To give concrete examples of possible LED benchmarks, representatives from Poland, the Czech Republic and Hungary were invited to share experiences and lessons learned during the transition from the USAID funded programs to self-sustaining activities that stimulate economic growth through LED programs. Likewise, a United States expert in economic development presented lessons learned and strategies from the United States and how those lessons were adopted to the E&E circumstances through the Bulgaria CityLinks Program, a program available through the collaboration of USAID and ICMA.

There were 82 participants representing 18 countries. Of those 82 participants, 53 were registered attendees. Thirty-three (40%) were USAID staff from 13 mission offices and Washington, DC. Twenty-three (28%) participants represented 11 USAID implementers, including ICMA, which organized the Workshop. Serbia and Bulgaria had the highest number of attendees, 12 and 21 respectively. The rest of the participants were municipal representatives, Foundation for Local Government Reform (FLGR) staff, who assisted the organizers in the workshop implementation, and presenters that were neither USAID staff nor implementers.

Over the course of the four days, workshop participants discussed the following:

- Basic and proactive tools for local economic development (LED Continuum)
- The role of local leadership in LED and strategies to support this leadership in their LED efforts
- The role of the private sector and effective strategies to stimulate its growth
- Strategic partnerships among stakeholders
- How USAID can prepare communities for windows of opportunity
- How to measure ED success
- Effective sustainability strategies for USAID LED programs
- Successes in countries that graduated from USAID assistance
- Strategies that USAID donor countries are currently using
- The role of the USAID Missions in LED
- How Economic Growth and Democracy and Governance programs both play a vital role in LED

The workshop agenda for each day, including specific sessions and presenters, can be found in Annex B. At the end, participants were given a CD Rom that included all presentations and other relevant resources and background material.

Workshop Content

LED Definitions and Participant Expectations

Participants began the workshop defining LED and their expectations for the Workshop. Key phrases from the number of definitions included:

- Community Driven
- Involvement of Public, Private and Civic Sectors
- Creation of Partnerships
- Mobilization and Inclusion of Stakeholders
- Collaboration
- Efficient Use of Resources
- Leveraging Investment

For the complete listing of all the definitions of LED and the expectations, please see Annex E.

On the last day of the workshop, participants revisited the definition for LED and agreed upon the following definition:

“LED is a participatory process, which encourages strategic partnerships of stakeholders (public, private and civil sector) to create a vision and feasible implementation plan to create jobs and attract investment.”

Setting the Stage: The LED Continuum

After defining LED, attendees looked at elements to prepare for LED and aspects for pro-active LED. Before looking at creating jobs through business attraction, business retention and expansion and entrepreneurial development programs, participants were asked to consider why and how cities participate in LED. An increase in jobs leads to increased taxes and increased taxes leads to better services for the citizens, the primary client of a city. Cities must compete not just in how they support business development, but also through being prepared and proactive. The level of preparedness and pro-activity of the government will affect USAID LED programming. As such, USAID program entry points depend on where the country is positioned on the continuum.

Competition between cities means that the competitive advantage of a location serves as a foundation of an economic development program. ***The Economic Development Continuum: Positioning Your Country on the LED Continuum*** exercise allowed each country to assess its local competitive advantages and disadvantages to determine appropriate interventions and how to structure the appropriate program. Participants were divided by countries and were asked to rate their country in ten specific factors related to the country's preparedness in setting up an LED program based on its economic policies and economic growth. The first five areas are basic components for economic development. Program development should not focus on the last five areas unless the first five basic areas are addressed. The second five areas are components that program development can lead towards. Areas assessed were:

- Basic Services
- Infrastructure
- Financial Management
- Decentralized and Effective Land Conveyance, Process/Permits
- Balanced System of Governance
- Political will/Strategic Planning
- Advisory Team/Partnerships; Professional Economic Development Staff
- Business Profile and Assessment/Business Retention
- New business Recruitment and Marketing
- Regional/National Collaboration

Participants found breaking down the components of Preparing for LED and Pro-Active LED very helpful. This exercise was revisited on the last day of the workshop as a foundation for creating draft action plans, which can serve as a basis for further planning within the individual missions.

Key Elements of Local Economic Development

Specific practical tools, techniques and approaches were discussed in four roundtable discussions in the session ***Key Elements of Local Economic Development***. The areas of discussion were:

1. Mobilizing the Community for LED (23 participants)
2. Creating an Investment Friendly Environment (22 participants)
3. Strategies for Private Sector Development (19 participants)
4. Strategic Planning and LED (25 participants)

Common themes among reports were:

- Involve local stakeholders
- Use public-private partnerships
- Familiarize people with concepts of market economy
- Importance of having support from the local government leaders
- Work with centrally supported programs and central government
- Encourage local government and businesses to become better partners
- Engage private sector

Although a full report from each Roundtable Discussion are listed in Annex E, here is a sample of the strategies suggested for each subject area:

Mobilizing the community

- Forging community partnerships for economic development
- Building effective relationships between local government and the private sector
- Public-private partnerships (business improvement districts, advisory councils, etc.)
- Regional cooperation

Investment friendly environment:

- Addressing legal and policy constraints (taxation regimes, tax incentive programs, etc.)
- Increasing the capacity of local government to understand and meet the needs of businesses
- One-stop shops, permitting, zoning
- Improving public services and infrastructure
- Strategic use of USAID vehicles (DCA, VEGA)

Private sector development strategies:

- Cooperation with centrally supported programs
- Financing/credit programs (loan guarantees, revolving loan funds, etc.)
- Trade missions/trade shows
- Marketing the community – importance of good information
- Local procurement preferences

Strategic planning:

- Participatory strategic planning models
- Use of public-private advisory boards
- Conducting community assessments and creating community profiles
- Mobilizing and managing community participation
- Making strategic plans working documents

The Role of Municipalities and their Leaders and their Outreach to the Business Community

A key aspect of the workshop was to define the role of local governments and the business community, and to showcase their effective partnerships for the purpose of stimulating economic growth and well-being of

the whole community, as countries in the E&E Regions become more decentralization from a highly centralized national government to more autonomous local jurisdictions.

The first plenary speaker set the base as to why local municipalities need to be involved in economic development and the type of impact and changes such involvement can have. These changes include:

- Cities moving more towards entrepreneurial stance
- Changed relationship between public and private sectors
- Local governments have an increasing understanding that their health and economic vitality are directly tied to the companies they attract and maintain
- Cities now view themselves as a partner with the companies they recruit
- Willingness of cities to help companies in every way possible to ensure their economic well-being in the community

In the session *Reinforcing the Role of Local Governments in LED: Critical Authorities and Capabilities*, participants heard examples from three countries which reinforced the importance of engaging local governments in LED. Experiences from Kazakhstan, a very centralized government, Uzbekistan, which has had to focus on conflict mitigation, and Bulgaria, where the Foundation for Local Government Reform (FLGR) is taking a proactive approach to involve local mayors and staff in the LED process and create effective ED policies and programs, highlighted the importance of support from local leaders.

In the examples from Kazakhstan and Uzbekistan there has been much activity in trying to engage the local government, even if they do not have much authority. In doing so, the lessons learned indicated that the bottom-up approach was effective in both countries and indicated that such an approach may create pressure for government reform. A sign of the success in building local capacity is that in spite of change in leadership at the local level, LED efforts are continuing.

FLGR is an organization which is being trained through the ICMA CityLinks Program to lead Bulgaria towards the development of effective economic development policies and programs and to develop a professional approach in business recruitment and market resources nationally and internationally. To create a unified economic development profession, economic development offices have been established in Bulgarian municipalities. Staff for these offices receive comprehensive training through the ICMA/FLGR team which includes the development of community self-assessments and profiles and to visibly increase government interaction with the business community.

Through the ICMA CityLinks program, FLGR has taken on two very aggressive programs to build the capacity of economic development in Bulgaria. First, the ICMA/FLGR Team leads training programs for economic development staff. These programs are intensive and designed to be taken over a period of time so that staff at local municipalities attend several training sessions each year. Municipal leaders sign contracts with FLGR, which spells out the municipal commitment to working with FLGR in creating professional capacity in economic development. Second, cities participating in the CityLinks program are linked with a US or Bulgarian city which contributes staff to serve as mentors to economic development staff of cities just joining the program. The long-term goal is to have Bulgarian practitioners teach the next generation of economic developers how to succeed in economic development.

After hearing from programs that are currently preparing local governments to succeed in LED activities, participants were divided into groups to discuss the role of local government in specific areas. A Bulgarian mayor participated in each group to give a first hand view of how local government has been involved in LED in Bulgaria. Summary of the discussion for each group is reported in Annex D. Each group discussed one of the following issues:

- How do local governments need to prepare to undertake LED activities
- What are the basic requirements that need to be in place?
- Who are the various stakeholders?
- How do USAID programs support the efforts?
- What are some key results?
- How does the role of local government need to be distinguished from that of the private sector (facilitator vs. 'doer')
- What can local governments do to ensure that the perspective and needs of women, youth and ethnic minorities are addressed?

Role of Private Sector in LED

In addition to the public sector, the private sector is an intrinsic part of any economic development programming, yet some municipalities still do not recognize the need for the public sector to reach out to the private sector.

The need for local government to work with the private sector for effective economic growth was emphasized by the session ***What Businesses Look for when Making an Investment Decision***. Representatives from three companies now doing business in Bulgaria, Mecom Company, Albomex and Balkan Sys, spoke about what drives the locational decision by businesses and the barriers that needed to be addressed by the local authorities. They emphasized the importance of the actions of the local municipalities which resulted in investments in those areas.

After a day and a half of programming, the agenda was slightly changed to allow for an open discussion on setting up a framework to better integrate the community and central level of USAID activities. Due to feedback from several participants this session, ***Private Sector Development Programs: What Works and What Doesn't***, was altered to accommodate a broader discussion. Instead of strictly focusing on private sector strategies a panel was created to discuss how LED strategies can be made effective and how they fit in the scheme of the USAID country mission's framework. Participants began to assess a basic framework of the components critical for economic growth and how to better integrate the local and central government activities.

One of the jobs of a practitioner is to support businesses in the community facing financial challenges but have growth potential. Traditional lending from banks can be extremely difficult for smaller and not so established companies. In the session, ***Financing Options for SMEs***, presentations on the Budapest Enterprise Agency (BEA), the Dobrich Revolving Loan Fund (RLF) and the USAID DCA programs, encouraged the development of programs that go beyond regular commercial financing and use creative public-private partnerships to help start-up SMEs through the phase when they are in a huge need for capital but their creditworthiness doesn't qualify for commercial loans.

- The Budapest Enterprise Agency (BEA) was established by the Budapest City Council for the purpose of SME enhancement. BEA has entered into a public/private partnership with the commercial banks and has set up a pool of funds to be made available for SMEs in the vicinity. BEA offers complex assistance. It starts with technical assistance to SMEs in management and business plan development followed by support to apply for a loan. Once the loan is given to the SME, the agency continues to advise the SME for the length of the loan to ensure that they have access to necessary knowledge in order to become financially self-sustaining.
- The Municipality of Dobrich has set up a Municipal Guarantee Fund (MGF) to support local new and existing SMEs. By contracting with local banks, MGF provides guarantees of up to 15,000 BGN but no more than 50% of the collateral. The resources for the MGF are generated from privatization sales of the municipality. MGF provides loan guarantees only if the project meets the credit ratings of the bank lender, shows sustainability, protects or creates new jobs and will improve the quality and variety of goods and services in Dobrich. Collaboration and transparency have led to the success of the program, which has taken an innovative approach to support innovative companies.
- USAID's Development Credit Authority (DCA) program is a popular tool offered as part of USAID financial aid programs. The speaker left the participants with a poignant question: How can the DCA program be cloned by the donor world, or those receiving assistance, to create a proactive and sustainable funding program?

Site Visits

While local government takes the lead in economic development, the private sector plays an important role. Implementation of LED requires partnership with the private sector and for the local government to support the private sector and create opportunities for growth. It is the interaction between the public and private sectors that leads to growth of the community. Site visits were arranged to show examples where this strategy has started to work and the communities have started to see benefits in Bulgaria. Success in these communities was possible through:

- Active participation of the local government
- Empowered and trained local government professionals within the local government staff
- Effective partnerships
- Regular interaction with the business community to better meet their needs and facilitate their growth.

Brief summaries below describe each site visit. For detailed information on the projects in each of the cities, please see Annex F:

Panagjurishte

During the visit the group met with the leadership of the Municipality to discuss the role of the local government in economic development. In this case the city set up an Economic Development Advisory Board, made up of local business leaders. Participants witnessed this first hand as the mayor shared

the floor with representatives from the Advisory Board. The group then visited the industrial park Optikoelectron and heard a presentation on the partnership between the city and the industrial park to support and recruit businesses in high tech industries into the park.

Pazardjik

The city of Pazardjik developed the New Economic Zone (Industrial Park) to support local SMEs, attract new investment, and create employment opportunities. Initiated in 2000, the project was developed under the Bulgaria Resource Cities/City Links Program with the technical support and assistance of the City of West Bend, WI. Currently all parcels in the Economic Development Zone have been sold and the operating facilities of two companies are in place. Extensive cooperation between the city and the recruited companies means that Pazardjik is the home of Bulgaria's first industrial Greenfield development. Attendees heard from the city and a business in the park as to the practical steps undertaken to create the industrial park.

Pleven

The city of Pleven has actively supported and improved its local business climate. The city has involved the local Economic Development Advisory board in making decisions and helping to define the city's role in economic growth. These efforts have resulted in:

- Specific infrastructure projects implemented to help the local businesses
- Joint efforts for attracting tourists to Pleven
- Public-private partnership for development of a library and a business centre in Pleven

Strategies and Results

Identifying the appropriate and effective strategies for LED and triggering improvements accompanied with economic growth in countries that are slowly being decentralized is difficult. The countries represented at the workshop scored at different levels on the LED continuum. There was a general recognition among the participants that LED programs have to be tailored to the specific circumstances of each individual country to have a chance to initiate a real change. The session, ***Finding entry points for successful LED programs: applying lessons learned***, highlighted successful LED strategies that were implemented in countries, whose preparedness for LED varied significantly.

- In Kyrgystan and Uzbekistan similar approaches were taken.
 - Sources of resistance in the central and regional governments were identified and addressed
 - Inefficiencies and differences between administrative policies were identified and addressed
 - One-stop shops were created as the first step towards establishing more enabling environment for businesses
- Russia
 - An enabling economic environment at the local level was created
 - Burdensome barriers to investment were eliminated
- Bulgaria
 - Works with local government to build private public partnerships
 - Trains municipal officials in LED strategies and skills
 - Training economic development professionals at the local level

- Prepares municipalities for LED through a Certification Program for local governments
- Promotes the transfer of critical authorities to local government to enhance opportunities for an enabling environment
- Works with small businesses to help them grow
- Coordinates among the LED focused activities

Conclusions from all four examples indicated that whatever the entry point for LED, the LED program needs to:

- Find Champions
- Pick leaders and make them models for others
- Identify the proper strategic approach

Measuring progress and success always needs to accompany USAID program implementation. The panel discussion *Measuring Success: Developing Meaningful Indicators: Models to Measure the Success of LED-Related Initiatives* showcased a few successful examples to trigger new ideas to measure the effectiveness of LED programs.

Differences in impact measurements were highlighted through two tools used to measure the general progress of municipalities.

1. The first one, the Bulgaria PLEDGE project, used a typical set of USAID indicators and gauged its impact by measuring the improvement of the local business environment and the growth of the local government. These measurements were generated using the feedback of implementers as well as local stakeholders.
2. The second tool, the Municipal Capacity Index (MCI), is a tool that measures general progress of municipalities in several different capacities. The index is currently being used in Serbia, which is measuring how effective a program is by focusing on the capacity results of the activities.

Sustainability Strategies

Sustainability issues need to be factored into the implementation of LED programs to ensure that LED initiatives do not disappear once the USAID supported program closes. A program has to work towards sustainability from the moment of its inception. Sustainability strategies were shared from the Czech Republic, Poland and Bulgaria. Even though the examples came from different environments each strategy included several common elements:

- Create and grow capacity and professionalism within the local government for LED
- Find a home for the effort through an indigenous institution that will lead the efforts beyond USAID tenure
- Establish a network of professionals and/or cities that are serious about enhancing LED
- Foster effective partnerships between local government and private sector
- Enhance opportunities to make financing available for private sector

Other sustainable strategies included:

- The sharing of knowledge and enthusiasm
- Integration of the tools that were already available

- Setting up economic development advisory councils

Additional Subject Areas

Participants agreed that events such as this workshop are extremely helpful in the exchange of ideas. Participants encouraged knowledge sharing, even between cities at different levels of development to avoid an increase in gaps between big cities and smaller jurisdictions.

In order to facilitate knowledge sharing, ICMA staff made time available for participants to discuss additional issues that arose during general discussions. Three topics were brought up during this open idea exchange:

1. The Development of a Framework for Local Economic Development
2. Program Design
3. Integration of Democracy Growth and Economic Growth Programs

1. Development of a Framework for Local Economic Development

The Group Exercise of the LED Continuum generated much thought and discussion. For the exercise, participants rated factors that some of them had not linked to economic development before. Many participants found this exercise extremely helpful as it encouraged them to look beyond what they had conventionally considered economic development; jobs and tax growth.

The programs in Serbia/Montenegro took this information and are currently devising a matrix that would serve as a tool to define components important for LED.

2. Program Design

Another issue that came up during the discussion was how to design an effective LED program that fits into the overall country strategy while having a local designated impact. The discussion generated the following suggestions:

- The objective for a program has to be clearly defined. Once defined, the economic development strategy follows and the impact measured is based on the objective. Hence, the primary objective will drive what you look at in terms of approach and expected impact.
- Look at further integration of programs at the national level and the community level.
- Although implementers approach partnerships with the private sector differently, each does bring businesses to the table. Current business issues are how to match businesses with loans to expand employment, entrepreneurship programs and micro-grants.
- One of ACDI/VOCA programs provided funds to community councils to support infrastructure development. One of the main focuses taken into consideration when designing these programs was to not create a clash between what the donor wanted and what the average citizens wanted.

- Participants from the Serbia/Montenegro shared information on their program. Those involved with the program praised it because the design of the program included flexibility and clear objectives.
- The creation of public-private partnerships can be done with any level of funding

3. Integration of DG and EG

Participants were from both DG and EG programs, both of which include an economic development component. A strong theme that arose was to what extent should DG and EG programs be integrated?

Although there may be varying degrees of agreement on this issue, it is clear that economic development is not solely just a DG issue, or just an EG issue. Any approach to economic development requires the integration of a stronger and more active local government as well as economic growth. In order for there to be economic development in a community, the community needs to be competitive. In order to make a community competitive, there needs to be an effective government. An example of how DG and EG programs can be integrated is through the development of public-private partnerships. Public-private partnerships are an example of where EG and DG strategies can be integrated because it involves both EG and DG. Creating an alliance between local government and the fledgling business sector plays a role in both Democracy and Governance and Economic Growth USAID programs.

At an optional session offered after workshop hours about 15 participants took part in the hour and a half discussion, which concentrated on identifying successful programs where different SOs may have been addressed in the same program, and where EG and DG efforts were jointly implemented. Although no concrete examples of EG and DG integration were given, the participants had an opportunity to think over how their LED strategies – existing or to be designed – may fit in the overall framework of USAID country assistance, what opportunities may exist for such integration and what results one may expect from the LED programs at the particular stage of development where the county currently is.

Summary of Town Hall Discussion: The Way Forward

A lively Town Hall discussion helped bring the week's discussion to a close. Participants discussed strategies shared at the Workshop that will help them build their skills to manage the LED process, creating an environment to retain and attract businesses. Important strategies include:

- Empower local citizens
- Coordinate LED efforts
- At the country level, coordinate municipalities so they can support one another in their efforts
- Preparing local government for playing the lead role
- Create professional economic developers
- Creating networks, linkages, private public partnerships

Role of Local Government in LED and Preparing for Opportunity

All present agreed to the critical role of local leadership in the effectiveness of LED. The local government's ability to legislate local policies and taxes, and its level of authority, makes the municipality a key player in the effectiveness of an LED program.

Even though different countries are at different stages of decentralization, it is never too soon to start engaging local leadership in LED. One of the goals of the USAID programs is to prepare local governments so that when that window of opportunity is open, municipalities are ready and prepared to take advantage of it. Once central government reforms are passed, if processes for LED have not been set at the local level, it is likely that the local government will be even further behind in realizing its economic growth potential. The main lesson that participants took home was that LED programs can still be successful even with the minimal resources and strength of the local government.

Successes in countries that graduated from USAID assistance

Hungary, the Czech Republic and Poland were all represented at the Workshop, providing real life examples of how past USAID donor countries have been able to take the investment from USAID projects and move towards economic health. Several countries, which were still highly centralized, recognized that it was still a long way to be in a similar situation. However, hearing directly from the presenters from those countries, participants learned the lessons that although it will take effort and time, through the creation of partnerships, networks, involvement of and the support from local governments as well as professionalizing the economic development field, the opportunity to run LED programs designed to retain and attract businesses lie ahead.

Strategies of current USAID assisted countries

Some current missions have already made a significant effort in better coordination and have designed programs to complement each other. A key example of such coordination comes from Bulgaria and its use of the CityLinks program. While fiscal decentralization promotes the national enabling environment and builds fiscal management capacity at the local level, the CityLinks program works directly with local governments to enhance capacity for LED and in other areas including human resources, citizen outreach, etc. In addition there are SME and private sector development programs, which address the strengthening of the economic base of the communities

Role of USAID in LED

The need to integrate EG and DG programs was highlighted as participants shared examples of DG and EG programs which ran parallel, but did not systematically complement one another, in a given country. The general consensus was that the link and coordination between DG and EG within Missions is weak. The result has been SOs of EG and DG run in parallel so that USAID teams may be working on similar projects in a country without being aware of one another's activities. Participants thought that this could be improved by USAID sharing more information on the SOs of different programs in a given Mission to with the program directors.

The concern for the lack of communication between USAID programs within a mission generated some concrete suggestions as to how participants can go back to their missions and start working on the communication between programs. These suggestions included:

1. USAID staff can set up regular working group meetings with implementers
2. Build communication into the program as the program is designed
3. Invite program officers of other teams to staff meetings
4. Set up multi-skilled teams
5. Create informal LED taskforces to share information
6. Encourage staff and implementers within Missions to talk with one another

Participants also raised broader issues:

- What is the role of USAID?
- What is the role of implementers?
- Is the mission of USAID to build the support of organizations, such as municipal associations, or simply create an environment so that when change happens the government is ready to take advantage of it?
- Is one of USAID's objectives to create proactive associations to lobby for the changes in policy reform, laws?

Finally, participants were unified in the feedback specific to the structure of USAID which makes their job in the field more challenging:

- There is a lack of coordination within a mission as to what all the country initiatives are
- USAID leadership needs to facilitate integration and collaboration
- USAID needs to look internally to change its process
- Currently coordination relies only on personalities rather than the structure of the offices
- Currently there is no central location for information on LED
- Economic Growth programs do not currently collaborate with USAID's Urban Programs

Back Home Planning

At the end of the workshop, participants and USAID Urban Program staff committed to following up on specific activities to continue communicating on this subject area and to share materials in a more coordinated and systematic way.

Participants agreed to:

- More cross-sectoral collaboration
- Development of a comprehensive framework of what is needed at the micro and macro level to implement a successful program
- Development of a matrix of what makes an LED program and then looking at the resources
- Creating more dialogue within country missions between "departments"
- Giving feedback to USAID Urban Program staff on the "Making Cities" Website

USAID Urban Program staff committed to:

- Keeping the "Making Cities Work" Website up to date
- Continuing to encourage other "departments" to participate in the Urban Programs

- Continuing to offer the LED speaker series

Evaluation Summary

Overall, how do you rate this workshop?

7 people (20% of respondents) rated the course with a 6.
18 people (51% of respondents) rated the course with a 5.
8 people (23% of respondents) rated the course a 4.
2 (6% of respondents) people gave the course a 3.
0 people gave the course a 1.

Average rating: 4.86

Briefly, why did you give the workshop this rating?

Many participants found the workshop to be a great opportunity to learn about LED and make themselves aware of the LED issues in the E&E region, while others were looking for examples and lessons learned that they could apply in their own countries. In both cases, participants seem to have gotten what they came for and the workshop met their expectations. The topics were on target and the materials were useful. The opportunity for networking and sharing information was a huge benefit and the discussions were active and engaging, but sometimes dominated by certain groups.

What content/concepts discussed were the most important for you to better support and integrate LED activities and programs in your work?

The sessions on indicators, sustainability strategies, DCA, and country case studies were particularly useful. Overwhelmingly, participants reacted favorably to the presentations of the experiences of Bulgaria, Poland, Hungary, and the Czech Republic, as well as to the discussions about linking and engaging businesses, local government, and donors for LED. Generally, the practical approach, rather than the theoretical, was appreciated. The discussion about EG and DG offices was also useful.

Of the topics presented during the site visit, which was the most useful for you? Why?

(Please circle which city you visited: Pleven Panagurishte/Pazardjik)

The site visits were viewed as a good practical reinforcement of what was addressed in the workshop. In Pleven, the visit to the factory was useful, as was meeting with the mayors and business people. More discussion at a deeper level would have been better, time-permitting. For those who visited Pazardjik and Panagurishte, the visit to the industrial park was highly valued, as participants could see what was achieved and hear about it directly from those involved.

How do you hope to apply what you have learned in the next year?

Participants will be sharing information with colleagues in their missions and on their projects. Several of them hope to use what they learned in designing new programs and objectives, mission strategies, and work plans while others would like to incorporate the tools and elements of LED into current programs with local governments. Other ideas for incorporation were twinning programs, the use of a journal to share LED tools and initiatives, program integration with citizens and businesses, and publishing an LED toolkit.

What suggestions do you have for improving the workshop?

Participants felt that the logistics of the workshop were good, but the conference room could have been bigger. The mix of participants was great, but some felt that a smaller, regional workshop for certain missions, smaller break-outs for implementers, and even evening sessions could be beneficial at a later time. More time for discussion would be another benefit, but only if the agenda is strictly followed in order for everyone to have a chance to speak or for each group to be represented. Participants liked the practical approach to the workshop and would like to see more concrete examples of LED implementation.

Please add any other comments you would like to share.

The mix and variety of participants (different missions, USAID/implementers, EG/DG) was a plus and people generally thought the workshop well designed, organized and facilitated. Coming out of the workshop, participants realized the need for better EG/DG integration and coordination for LED programs.

ANNEXES

Annex A – Countries Represented

Annex B – Participant Contact Sheet, Speakers/Facilitators' Biographies

Annex C – Workshop Objectives and Agenda

Annex D – Group Exercises

Annex E – Summaries of Group Discussions

Annex F – Information on Field Practicum

Annex G – Evaluation Summary

Annex H – Sofia Bulletin

ANNEX A

Number of Participants from Each Country

Country

Bosnia	4
Bulgaria	21
Croatia	1
Czech Republic	1
Georgia	4
Germany	1
Hungary	2
Kazakhstan	2
Kosovo	3
Kyrgystan	1
Macedonia	2
Montenegro	5
Poland	1
Romania	2
Russia	2
Serbia	12
Ukraine	3
US	15

ANNEX B

LED Participant Roster

LAST NAME	FIRST NAME	COUNTRY MISSION	TITLE	CONTACT INFORMATION
ALTHAUS	Wagner	Macedonia	Chief of Party, Make Decentralization Work Project, Development Alternatives Inc.	william_althaus@dai.com
ANAGNOSTI	Sergej	Serbia	GDO Senior Program Management Specialist	sanagnosti@usaid.gov
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ANNEX B

Speaker/Facilitator Bios

Veselin Andreev, Deputy Mayor, Silistra

Michael Alteg, Co-president of Albomex, Germany

Bogomil Belchev, Mayor of Gabrovo, Bulgaria. Since November 1999, Bogomil Belchev has served as Mayor of Gabrovo, with his second term beginning in 2003. From 1987 until 1990 Mr. Belchev held the position of vice-mayor of the County Council of Gabrovo. In 1991 he was Deputy-Director of Capital Construction in Podem Works, Gabrovo.

Bogomil Belchev has been elected Chairman of the Board of Directors of the Regional Association of Municipalities, Central Stara Planina. He is a member of the Board of Directors of the National Association of the Municipalities in the Republic of Bulgaria. Mr. Belchev graduated from the Technical School for Woodprocessing and Interior Architecture in Tryavna. In 1979 he completed his major in Construction of Industrial buildings in the Higher Institute for Architecture and Construction in Sofia.

Borislav Borisov, Manager of Albomex Ltd, Pazardjik Bulgaria

Jon Bormet, Director, CityLinks Program, International City/County Management Association. Mr. Bormet is a former city manager with more than 20 years of local government experience. Serving rapidly growing cities, he has worked successfully to stimulate and retain local businesses, and recruited new businesses to the cities he has served, including major office and retail employers. Those efforts included creative public financing and incentives, along with efficient development-related services, to make the cities he served competitive in the marketplace. For the past 4 years, Mr. Bormet has worked internationally as Director of ICMA's successful Resource Cities/CityLinks Programs, a major initiative of the *Making Cites Work* strategy. Through that work, and through other consulting/training assignments at ICMA, Mr. Bormet has trained and worked hands-on with international local governments to enhance their economic development efforts. Mr. Bormet has trained cities in Russia, Nigeria, and Uganda, and has worked with a number of cities to create marketing strategies and materials, for their cities. Uniquely, Mr. Bormet is experienced in citizen participation from the *citizen* perspective, as he has served as both a civil-rights investigator and citizen advocate prior to his service in city management.

Vickie Clark, Urban Economic Development Advisor for the Office Poverty Reduction, Urban Programs Team in the Economic Growth Bureau of United States Agency for International Development (USAID) specializing in Local Economic Development (LED). LED supports a participatory process that encourages partnership of various stakeholders designed to create a strategic vision and feasible action plan, that when implemented, results in job creation and retention. Short-term overseas assignments include the following countries: Italy, Czech Republic, Slovakia, Bulgaria, Croatia,

and South Africa. Beforehand, Ms. Clark worked as an International Business Development Specialist for the Office of Business Development within USAID. Her educational background includes an MBA with a concentration in strategic management from Johns Hopkins University.

Jane Daly, Chief of Party for the Serbia Employment Promotion Project -World Bank, Worldwide Strategies, Inc. Ms. Daly brings more than 30 years of international and domestic experience working in the NGO, government and private sectors with demonstrated success in project design, management and program implementation. Ms Daly has spearheaded design and implementation of WSI's regional and local community economic development initiative and worker adjustment programs in Central and Eastern Europe. In her capacity as Chief of Parties in Bulgaria and Serbia, Ms. Daly has led community economic development efforts, including policy and program development, organizational and grant management, strategic planning, private sector development, and targeted services for marginalized populations. As regional advisor in the CEE region Ms. Daly provides on-going technical assistance, training and support to staffs and country partners on program implementation for worker adjustment and economic development.

Ms. Daly brings to her international work a variety of skills and experience including conflict resolution, local community programs for targeted populations, economic support for community SME development, economic clusters, poverty alleviation and rural development, and regional and industrial programs creating competitive advantages, business expansion. Ms. Daly has created community coalitions with private, government, and non-profit organizations internationally and within the US since 1982.

Judit Deillinger, Director of New Initiatives and Training Programs in the International Department, International City/County Management Association. Ms. Deillinger designs local government development programs and reviews and adjusts implementation strategies in response to changing needs or feedback from performance management plans. For the past four years she has provided technical direction for the Bulgaria CityLinks program in local economic development, including the development of a comprehensive training package for economic development professionals and elected leadership, and the establishment of the Bulgarian LED Consortium. The consortium is the first country-wide initiative of this kind at the local level, which trains municipal officials in LED and offers certification for LED professionals as well as municipalities. Ms. Deillinger has comprehensive experience in adult training. She has designed and implemented training programs for central and local government officials in E&E and contributed to several Cities Matter courses designed for USAID professionals. She has worked extensively with associations of local governments in Hungary and in the E&E region. For three years she was Director of International Affairs of the Hungarian Partnership of Local Government Associations. In this capacity she developed and implemented the organization's international strategy, represented the organization at the European Council of Municipalities and Regions and the Committee of Regions, and prepared a position paper on local government training issues. She designed and directed the implementation of a regional EU accession support program, which included four Central European associations. Ms. Deillinger received a Master's degree in European Studies from the Budapest University of Economics.

Phillip Dunlap, Economic Development Director, City of Auburn, Alabama. Since 1984, Phillip Dunlap has been instrumental in developing the City of Auburn's highly regarded economic development program, and has been involved in projects that have generated over 4,500 jobs and approximately \$500 million in capital investment. He has extensive experience in business retention, commercial development, housing,

and recruiting new industry from the U.S., Europe and Asia. Mr. Dunlap has participated in numerous trade shows in Europe, and has worked on projects in Poland, Hungary, Czech Republic, Slovenia, Western Europe and Asia. From 1974 – 1984, he worked for the City of Birmingham, Alabama, where he was involved in the City's manpower development programs and administered its community development block grant and other federal grant programs, developing extensive experience in using public funding in economic development public-private partnership projects.

Since 1999, Dunlap and the City of Auburn have been key implementing partners in the USAID/ICMA CityLinks program in Bulgaria, now entering its fifth phase. Auburn was initially partnered with the City of Blagoevgrad to work on strategic planning and environmental management issues, and then both cities worked jointly with the Cities of Sliven and Dobrich to replicate best practices in strategic planning and marketing. For the past 1 ½ years, Mr. Dunlap has been the lead trainer in an initiative to develop qualified local economic development officers in fifteen cities throughout Bulgaria and to help these cities achieve certification as 'ready' for economic development using established criteria and benchmarks.

Mr. Dunlap did his undergraduate and graduate work in politic science and public administration at the University of Alabama.

Mark Hannafin, USAID's Conflict Mitigation Program Manager for the Central Asian Republics. Mr. Hannafin currently oversees 8 cooperative agreements in community development in 4 countries. From 1999-2002 he served as the Resident Advisor and later Chief of Party for the Local Government Initiative in Kazakhstan with ICMA/USAID. He was Regional Director of IFC/World Bank's Private Enterprise Partnership in Tashkent from 2002 through mid-2004 and a member of the first Peace Corps group in the Kyrgyz Republic from 1993-1995. Mr. Hannafin is a graduate of the Fletcher School, Tufts University, in Business and Finance.

Hugh Haworth, Senior Financial Market Advisor in the European and Eurasia Bureau of US Agency for International Development (USAID). Mr. Haworth served as a financial economist for two decades at the U.S. Securities Exchange Commission, from 1975 to 1995. From 1996, with USAID, he managed financial sector and capital market reform, privatization programs, and pension reform efforts in Central Asia and Eurasia while stationed in the region. Since 2002, he has worked from USAID in Washington on a broad range of economic growth projects concerning Eastern Europe and Eurasia, principally on competitiveness and financial sector reform.

Kantcho Kantchev, Director of PLEDGE – PARTNERS For Economic Development, a non-governmental organization, successor of USAID and USDOL PLEDGE Program. Mr. Kantchev is a highly skilled Community Economic Development practitioner with more than eight years as Project Manager and chief operating officer in not-for-profit organizations and foreign-owned business firms. Experienced and consulted projects with the following funding agencies – EC PHARE, TACIS, World Bank, UNDP, USAID, USDOL, Bulgarian Government Programs. Currently Mr. Kantchev is involved in consulting assignments with the EC Delegation in Sofia and UNDP Rodophe project. Mr. Kantchev is one among the 2 Bulgarian experts trained in development Economic clusters and since October 2003 has contributed to the creation of the first Cluster in Tourism in Bulgaria.

As Economic Development expert and Project Manager for the PLEDGE Program, Mr. Kantchev was responsible for the implementation of the US DOL Model for Local Economic and Community development in six regions of the country. He worked in close cooperation with various regional stakeholders in managing and developing their economic development strategies and he was responsible for the implementation of economic development projects of 54 Bulgarian municipalities. He designed and delivered many trainings and consultancy missions targeted to support local development actors in job creation and business development schemes. As PLEDGE/World Bank/Social Investment Fund consultant – Building Social Capital in Small Disadvantaged Communities Project, Mr Kantchev provided consultancy and training in strategic planning, regional economic development and proposal writing in 20 municipalities from the North-eastern region of Bulgaria.

Mr. Kantchev holds an MBA, Master of Science Degree and Diploma in International Economic Relations.

Ginka Kapitanova, Executive Director, Foundation for Local Government Reform. For the past nine years, Ms. Kapitanova has served as Executive Director for FLGR developing the long-term strategy and institutional capacity of the Foundation, representing the Foundation at national and international forums, and maintaining working relationships and serving as an Advisor to the Standing Committee on Local Self-government at the National Parliament and Central Government Institutions.

Ms. Kapitanova served as Mayor of Zlatograd and the Chair of the first regional municipal association in Bulgaria. She has extensive experience in all aspects of local government work, regional development and local economic development, citizen participation and community involvement, organizational development and management, strategic planning, project management and evaluation. She has also strong facilitation skills, has participated in numerous training events at local, national and international level and has acted as a consultant mainly in the area of good governance and local government association management. She has proved experience in needs assessment, program design, program management, monitoring and evaluation. Using her practical experience she has always promoted policy change and innovative approaches and has the ability to motivate local government officials and NGO leaders to implement them.

Mike Keshishian, Local Government Advisor, Urban Programs, USAID Washington. Mike Keshishian has a master's degree in urban planning. He has been working on issues of decentralization, local government reform and democracy and governance issues in general in the Europe and Eurasia area since the early nineties.

Kiril Kiryakov, Local Government Advisor US Agency for International Development, Sofia. Since 1999, Mr. Kiryakov has worked at the USAID Sofia Mission contributing to the design and implementation of USAID strategic framework in democracy and governance. He has designed assistance projects in the area of local governance and intergovernmental fiscal relations and has been responsible for the overall management and coordination of USAID assistance programs to local governments and local government support organizations. Mr. Kiryakov monitors and reports on the reform in the local government sector in Bulgaria. Before coming to USAID, Kiryakov served as a project specialist at the United Nations Development Program in Sofia. There, he Participate in the design and the start-up phases of the Regional Initiatives Fund Draft Terms of Reference for various consultancies, training activities, subcontracts. Manage the process of recruitment and selection of Project Management Unit staff, consultants and

subcontractors. Mr. Kiryakov has a Masters Degree in Labor Economics from the University of National and World Economy in Sofia.

Dusan Kulka, Managing Partner of the Berman Group - Economic Development Services, s.r.o., Czech Republic. Mr. Kulka has fourteen years of experience in public policy making and economic development and acts as a supervisor to all projects implemented by the company in the field of economic development in the Czech Republic. He takes personal responsibility for large commercial projects and acts as Project Manager. Dusan Kulka has broad experience in designing and implementing public policies on the local/regional and national level. He has had a significant influence on the public administration reform in the Czech Republic.

As Managing Partner for the Berman Group, he was responsible for the company's largest commercial economic development project in 2002 – 2005, the Economic Development and FDI Accreditation Program for CzechInvest, the Czech National Agency for inward investments. In 2000, Mr. Kulka was responsible for a major economic development strategy - the Greater Olomouc Strategic Plan, as well as the implementation of the Strategic Plan for the Tabor Agglomeration (comprised of three cities). In 2002 he assisted Lonza Biotec, the multinational pharmaceutical company to design and rationalize its expansion in the Czech Republic. Dusan Kulka has also taken part in several international aid projects. Mr. Kulka served as a head of consulting team working on USAID funded LED project in Trnava (Slovakia), which resulted in successful attraction of PSA carmaker investment in 2003. In 2004 he worked on Business Climate Surveys in 11 Romanian regions and conducted FDI Performance Assessments for the cities of Arad and Giurgiu as part of USAID funded GRASP Romania project.

From 1990-1998, Mr. Kulka served as Mayor for the city of Prelouc in the Czech Republic. During his term he worked actively on the Physical Master Plan and in cooperation with the USAID LED assistance project and co-chaired the economic development strategic planning process for Prelouc. Later he managed the implementation of the plan.

Dr. Karoly Martinko, Member of the Professional Advisory Board, Budapest Enterprise Agency, Budapest, Hungary, and CEO, AKKORD VF Venture Finance Ltd. Assisted by venture capital from the premier Hungarian investment bank Concorde Securities, Dr. Martinkó established AKKORD VF Venture Finance as a new force in the Hungarian factoring industry. During his 5-year tenure in his former position as chairman and CEO of Magyar Factor Ltd, he transformed the fortunes of the company from a high cost low growth 'ugly duckling' of an Austro-Hungarian joint venture into a highly profitable, fast growing and valuable business asset and industry leader.

In 1990 he left Price Waterhouse Budapest to co-found and manage a Hungarian-Irish strategic management consultancy. Since then he has worked exclusively in corporate finance and has written extensively on business finance for the small and medium-sized owner-managed enterprises, including a book on factoring published in 2002.

Károly Martinkó holds both undergraduate and post-graduate degrees in economics from the University of Economics in Budapest and spent two years as a government-sponsored scholar with Tokai University in Japan.

Debra McFarland, Mission Director, USAID/Sofia. Since June 2000, Debra McFarland has served as the U.S. Agency for International Development (USAID) mission director in Bulgaria. She oversees a graduation strategy that focuses on the rule of law and anti-corruption, economic growth, and local governance. The program supports the country in facing the remaining challenges in meeting the requirements for joining the European Union in 2007, at which time USAID assistance will be successfully concluded.

A senior Foreign Service officer, McFarland has served for over twenty years at the U.S. Agency for International Development in four overseas posts and in Washington, DC. From 1997-2000, she was the deputy director for the USAID mission in El Salvador.

McFarland has had an extensive career with the U.S. Agency for International Development in which she served as senior rule of law advisor for the USAID Democracy Center from 1995-1997; deputy director with the Latin America and Caribbean Bureau, the Office of Democratic Initiatives, from 1992-1995; chief, Democracy Office, USAID mission in Panama from 1990-1992; democracy officer with the Latin America and Caribbean Bureau from 1988-1990; and project development officer for the USAID mission in the Dominican Republic from 1982-1980. She began her career with USAID as an international development intern in 1980.

Before joining USAID, McFarland served as an independent evaluator for the U.S. Department of Labor on employment programs from 1979-1980. McFarland is a graduate of American University in Washington, DC with a master's degree in international development.

Krasimir Momchev, Marketing Director, Mecom Company, Silistra

Daniela Milkova, Head of LED Department, Dobrich, Bulgaria. Since March 2004, Ms. Milkova has served as the Director of the Department for Economic Development and European Integration in the Municipality of Dobrich. She leads the LED team and supervises quality and timing of the activities concerning municipal plans for economic development annual updates and project proposal applications. She also organizes administrative work and controls visits over trade on the territory of the Municipality, tax income procedures and registration regimes, and supervises municipal companies and those with municipal minorities share.

Mrs. Milkova is chairwoman of the working group of the Special Accession Program for Agriculture and Rural Development (SAPARD) Program Monitoring Committee representing the Bulgarian Association of Regional Development Agencies (BARDA). She was a member of Board of Directors of the Bulgarian Association of Regional Development Agencies and Policy Committee as well as a member of Committee for Economic and Social Cohesion of North Eastern planning region (NUTSII). Ms. Milkova graduated from the Technical University of Sofia, and has certificates in: Marketing and Management, SME development and Micro Credit administration; Strategies for Local and Regional Economic Development and Project Design and Management; and Community Development and Financial Institutions.

Rafail Narinsky, Project Management Specialist, USAID/Russia. Since 1995 Mr. Narinsky has worked in USAID/Russia as Project Manager, managing activities in areas such as real estate market development, local economic development planning and local governance. Mr. Narinsky was Hubert H. Humphrey Fellow in the Department of City and Regional Planning at the University of North Carolina in

Chapel Hill and has worked in the Moscow City Government Research Center as Senior Research Associate.

Neycho Neychev, Chief Executive Officer and President of BalkanSys, Plovdiv. Neycho Neychev has managed BalkanSys for six years and in doing so has led the company through a complete re-organization and turnaround and guided its entry into several new regional markets. Mr. Neychev provides strategic leadership, manages the Bulgarian head office, oversees sales and marketing, builds third party partnerships, leads investor relations and ensures that all areas of the company are working effectively together. Prior to BalkanSys, he served as an IT consultant at one of the largest Investment Funds in Bulgaria where he led the post-privatization technology restructuring of 26 newly privatized organizations. Mr. Neychev holds a Masters Degree in Information Technology Management from the University of Plovdiv and management certificates from the Japan International Cooperation Agency and the University of Kent, Canterbury, UK.

Stefan Raychev, CEO, Mekom, Silistra

Steven Rosenberg, Chief of Party, Serbia Local Government Reform Program. Steven Rosenberg has 29 years of experience, including many years as Chief of Party on four public administration reform projects in Central and Eastern Europe. He also served as DAI's government and public sector management director for Europe and Eurasia and as general counsel for New York City's Office for Economic Development. Steve holds a J.D. degree from St. John's University.

Corinne Rothblum, Senior Program Manager, International City/County Management Association. Ms. Rothblum has more than 12 years of experience in the design, management, and evaluation of international technical assistance and capacity-building programs in local government management, local economic development, citizen participation, and municipal association development. She has helped design and facilitate conferences and workshops for local government officials, municipal associations and donor agencies in developing and transitional countries, and authored monographs, case studies, and training materials on community economic development and municipal management. Ms. Rothblum serves as staff liaison to the ICMA International Committee, and as ICMA's public information officer for international delegates. Prior to joining ICMA, she worked as a program administrator for Development Alternatives, Inc.

Janusz Szewczuk, World Bank Local Economic Development International Consultant in Cities of Change Program. Throughout the last decade, Janusz Szewczuk has assisted local governments in Central and Eastern Europe in strategic planning, strategic management, intergovernmental cooperation and institutional development as a local government practitioner and consultant. He has extensive experience in Local Economic Development, including strategy development and implementation, Capital Improvement Planning, including consulting and project analysis (design and implementation), and Management Information Systems and city information, promotion policies and techniques.

Mr. Szewczuk has served as Councilor and Member of the City Executive Board in the City of Szczecin, Program Development Director, LGPP – USAID, and Senior Specialist for Institutional Development and Human Resource Development, World Bank Rural Development Program for Poland.

Jusuf Tanovic, Deputy Chief of Party, USAID Cluster Competitiveness Activity, Bosnia Herzegovina.

Mr. Tanovic is currently serving as a Deputy Chief of Party on a four year USAID-funded "Cluster Competitiveness Activity" to assist Bosnia Herzegovina (BiH) businesses in two sectors: wood processing and tourism. The project goal is to increase the rate of economic growth in BiH by working with interested stakeholders in these sectors to raise productivity, profitability, and employment. Primary responsibilities at the ongoing project involve oversight and coordination of project's assistance to five BiH Regional Development Agencies. Mr. Tanovic's professional career encompasses more than twelve years of experience in business counseling and implementation of economic development projects. Relevant assignments include management and oversight duties in privatization, financial sector support, institutional capacity building and business association development projects.

Lewis J. Tatem, Senior Economist at USAID Central Asia. He has designed and managed programs in financial markets, fiscal and economic reform in Central Asia since 1998. These programs have developed new tax codes, improved transparency of budgets and budget development and strengthened financial markets. Prior to joining AID, he spent most of his career applying economics and statistics. He has helped the US government develop budgets for domestic and overseas programs, and analyzed mergers, acquisitions and other business activities to determine their competitive impact and legality under US antitrust laws. He also assisted the competition agencies of Lithuania and Latvia with writing their own competition laws. Lewis holds a Ph.D. in economics from Cornell University.

Randal Thompson, Social Transition Team Leader in the E&E Bureau's Office of Democracy, Governance, and Social Transition. Ms. Thompson has worked for USAID for twenty five years, in all regions of the world. She has served in Europe and Eurasia since 1995. She was Director of the Social Transition Office in Romania from 1995 to 2000 and then Director of the Program Office in Ukraine from 2000 to 2002. She worked with the Department of Labor in Romania on their local economic development project and has published articles on evaluation, organizational development, and development.

Naiden Zelenogorski, Mayor, City of Pleven, Bulgaria. Previously, Mayor Zelenogorski served as financial auditor, director of Pleven Post Office, deputy mayor of Pleven, and two mandates as municipal counselor. He was a member of parliament in 38th National Assembly, where he was a member of "Economic Policy" and "Budget, Finances and Financial Control" permanent commissions. In 1999 he became Mayor of Pleven Municipality.

Mr. Zelenogorski is a member of the Congress for Local and Regional Authorities, European Council in Strasbourg. He graduated from the Motor Transport School in Pleven and continued his higher education in University of National and World Economy, Sofia; specializing in "Economy and Management of Industry." He has a specialization in "Management and Marketing" from Rotterdam, Holland

ANNEX C

Workshop Objectives

*Local Economic Development in the Europe and Eurasia Region:
Strategies that Work: a Workshop for USAID Staff and Implementing Partners*
Hilton Hotel
Sofia, Bulgaria
January 24th – 27th, 2005

The purpose of the workshop is to take stock of USAID experience to date and translate that experience into useful recommendations for future LED programming in the E&E region.

Workshop Objectives

The workshop will provide a structured forum in which USAID staff and implementers can share experience and benefit from lessons learned in promoting local economic development in the E&E region.

By the end of the workshop participants will:

- Share experience on well designed LED programs, their results and measuring such results;
- Recognize the role of various stakeholders (private sector, local government) in the local economic development process and identify mechanisms that USAID can use to support their joint actions to form and implement effective strategies and interventions;
- Identify tools, mechanisms available to USAID officers to encourage and support strategic local economic development activities in the E&E region;
- Discuss opportunities for greater synergy between Economic Growth and Democracy and Governance programs in order to revitalize local economies;

Agenda

Monday, January 24

Framework for Designing Country Specific LED Programs

The activities of the day are designed to provide a tool to USAID officials to assess and evaluate the environment and conditions of their particular countries, in which they design and implement LED related programs. The discussion will focus on how local economic development correlates with the development stage of a given country and how each mission needs to carefully evaluate the county's readiness for local economic development programs in order to address real needs and produce results.

Overall facilitator: Jon Bormet, Director, CityLinks Program, ICMA

8:00 – 8:45	Registration
8:45 – 9:15	Welcome and opening remarks
9:15 – 9:45	Participant introductions and expectations
9:45 – 10:15	Cities: Drivers of Economic Growth Phillip Dunlap, Director of Economic Development, Auburn Alabama, U.S.A.
10:15 – 10:45	Questions and answers
10:45 – 11:00	Coffee break
11:00 – 11:30	The Economic Development Continuum: Crafting Country-specific LED Strategies and Programs Presenter: Jon Bormet, Director, CityLinks Program, ICMA
11:30 – 11:45	Questions and answers
11:45 – 12:30	Break-out group exercise: Positioning Your Country on the LED Continuum
12:30 – 13:30	Buffet lunch at the Hilton
13:30 – 14:15	Reports from break-out group discussions
14:15 – 15:30	Roundtable discussions: Key elements of LED Format: Facilitated discussions with a focus on practical tools, techniques, and approaches that have worked.

The roundtable sessions will be repeated from 15:45 – 17:00 in order to enable participants to discuss two different topics

1) Mobilizing the Community for LED

Facilitator: Corinne Rothblum, Senior Program Manager, ICMA

Resource Persons:

Steve Rosenberg, Chief of Party, Serbia Local Government Reform Program

Jane Daly, Chief of Party for the Serbia Employment Promotion Project-World

Bank, Worldwide Strategies, Inc.; former COP, Bulgaria PLEDGE Project

Patrick Somerville, Chief of Party, Georgia Employment and Infrastructure Initiative

2) Creating an Investment Friendly Environment

Facilitator: Jon Bormet, Director, CityLinks Program, ICMA

Resource Persons:

Amy Osborne, Chief, General Development Office, Local Governance and Community Development Programs, USAID/Montenegro

Vladan Raznatovic, General Development Office, USAID/Montenegro

Hugh Haworth, Senior Financial Market Advisor, EE/MT/FSP, USAID/Washington

3) Strategies for Private Sector Development

Facilitator: Judit Deilinger, Director, New Initiatives and Training, ICMA

Resource Persons:

Phillip Dunlap, Director of Economic Development, Auburn, Alabama

Dr. Karoly Martinko, Member of the Professional Advisory Board, Budapest Enterprise Fund

4) Strategic Planning and LED

Facilitator: Ginka Kapitanova, Executive Director, Foundation for Local Government Reform, Bulgaria

Resource Persons:

Dusan Kulka, Director and Managing Partner, Berman Group, Czech Republic

Sasa Uzelac, Director of Economic Revitalization, ADF/CRDA Program, Serbia

German Vetrov, Director, Municipal Economic Development, Institute for Urban Economics, Moscow

15:30 – 15:45

Coffee break

15:45 - 17:00

Repeat roundtable discussions

17:00 – 17:30

Report out from roundtable discussions

Tuesday, January 25**Tools and Mechanisms Available to USAID to Support Local Governments and the Private Sector for Effective LED**

The daily sessions offer an opportunity to reflect on the particular roles that the stakeholders play in the local economic development process and how USAID programs can support these stakeholders to perform their respective roles. Discussions will highlight the need for effective interaction between local government and private sector from both the public and private perspectives.

Overall facilitator: Judit Deilinger, Director, New Initiatives and Training, ICMA International Programs

- | | |
|----------------------|---|
| 8.45 – 9.15 | Review of key issues/findings from Day One discussions
Facilitator: Judit Deilinger, Director, New Initiatives and Training, ICMA International Programs |
| 9.15-10.30 | Plenary presentations: Reinforcing the Role of Local Governments in LED: Critical Authorities and Capabilities

<i>9.15 – 9.40</i> Perspectives from Central Asia
Presenter: Mark Hannafin, Program Manager, Conflict Mitigation, USAID/CAR

<i>9:40 – 10:15</i> The Bulgaria Local Economic Development Consortium
Presenter: Ginka Kapitanova, Executive Director, Foundation for Local Government Reform, Bulgaria

<i>10:15 – 10:30</i> Questions and answers |
| 10:30 – 10:45 | Coffee break |
| 10.45 – 11.30 | Break-out group discussions on the role of local government in LED
(Participants will be split into several groups based on their placement on the LED continuum. ICMA staff will facilitate and provide worksheets to guide the discussion) |
| 11.30 – 12.00 | Reports from break-out groups |
| 12.00 – 13.00 | Buffet lunch at the Hilton |
| 13.00 – 14.30 | Panel discussion: What do Businesses Look for When Making an Investment Decision?
Facilitator: Corinne Rothblum, Senior Program Manager, ICMA |

Panelists:

Krasimir Momchev, Marketing Director, Mecom Company, Silistra

Michael Alteg – Co-president of “Albomex” (German company, Bulgarian office in Pazardjik)

Borislav Borisov – Manager of “Albomex” Ltd, Pazardjik

13:00 – 14:10 **Panel discussion**

14:10 – 14:30 **Questions and answers**

14.30 – 15.30

Panel discussion: Private Sector Development Programs: What Works and What Doesn't

14:30 – 15:10 **Panel discussion**

Group 1:

Facilitator: Jon Bormet, ICMA

Panelists:

Jusuf Tanovic, Deputy Chief of Party, Cluster Competitiveness Activity, USAID/Bosnia

Vladimir Milin, CTO, Cluster Competitiveness Activity, USAID/Bosnia

Esma Mustajbasic, Senior Finance Specialist, USAID LAMP, Bosnia

Group 2:

Facilitator: Judit Deilinger, ICMA

Panelists:

Dusan Kulka, Managing Partner and Director, Berman Group, Czech Republic

Jane Daley, Chief of Party for the Serbia Employment Promotion Project-World Bank, Worldwide Strategies, Inc.; former COP, Bulgaria PLEDGE Project

15:10 – 15:30 **Questions and answers**

15.30 – 15.45

Coffee break

15.45 – 16.30

Plenary presentation: Financing Options for SMEs

Facilitator: Judit Deilinger, Director, New Initiatives and Training, ICMA International Programs

Presenters:

Dr. Karoly Martinko, Member of the Professional Board, Budapest Enterprise Fund, Hungary

Daniela Milkova, Head of LED Department, Dobrich, Bulgaria

Hugh Haworth, Senior Financial Market Advisor, EE/MT/FSP, USAID/Washington (need to find out what the acronym stands for)

16.30 – 17.00

Questions and answers

Wednesday, January 26 - Site visits

Local Economic Development - in Practice

The day is designed to provide participants with an opportunity to “field test” how the critical components of LED work in practice. The participants will be able to understand how communities started to engage in local economic development activities, what actions have been undertaken and what their results are. Through discussions with stakeholders and observation of actual local economic development sites the participants will have the opportunity to see how the concepts discussed during the first two days of the workshop are being implemented in real life and what results they produce.

Participants will split into two groups and visit communities that have been active participants in the USAID/ICMA Bulgaria CityLinks program. Each group will have the opportunity to meet with elected officials, representatives of the cities’ economic development advisory boards, and local business owners, and to visit industrial parks and other local economic development sites.

Group One will visit Pleven:

08.00	Departure from Sofia
10.30-10.45	Welcome by Naiden Zelenogorski, Mayor
10.45-11.0	Panel discussion: Infrastructure project in support of the local businesses Ognian Tsanev, Deputy Mayor
11.00-11.15	The Business, Information and Convention Center in Pleven Presenter: Desislava Ivanova, LED Specialist
11.15-11.30	EDAB Role in Decision Making Presenter: Ilka Ilieva, Member of EDAB
11.30-11.45	Joint Efforts for Attracting Tourists in Pleven Presenter: Mr. Mateev, Deputy Mayor
11.45-12.00	Discussion
12.00	Lunch
13.00	Site visits:
13.00-13.30	Visit to the Library/business centre
13.30-15.00	Visit “Vaptsarov” J.S. Company
15.00-16.00	Visit the Panorama

16.00	Wrap up of the day, departure for Sofia
<i>Group Two will visit Panagurishte and Pazardjik:</i>	
08.00- 10.00	Departure from Hotel Hilton
10.00- 10.15	Arrive in Panagurishte.
10.15- 10. 30	Welcome by Marko Mechev, Mayor of Panaguriste
10.30- 12.00	Panel discussion:
10.30-11.00	New LED Role of the Municipality and Current Initiatives for Economic Growth Presenter: Marko Mechev, Mayor
11.00-11.40	Panaguriste EDAB as an Engine for Economic Success Discussion with the members of the ED Advisory Board
11.40-12.00	Public-Private Partnership to Support and Recruit Businesses in High-Tech Industries in the Existing Industrial Park, Optoelectron Presenter: Sergei Blagov, Certified ED Specialist, member of the Local Economic Development Team
12.00- 13.00	Lunch, Restaurant Business Club
13.00- 14.30	Site visits Meeting with the leadership of Optoelectron industrial park and observation of the high-tech production facility. Luka Garchev, Exectuive Director Vladimir Nedialkov, Director of the plant Sergei Blagov, expert
14.30-15.15	Travel to Pazardjik
15.30-16.15	Welcome meeting with the Mayor Ivan Evstatiev and City Officials Presentation on Pazardjik efforts in developing an industrial park
16.15-17.00	Observation of the industrial park and short meeting with the Manager of Elit Avto Co., Mr. Iordan Badiokov (at the site)
17.00	Wrap- up and leave Pazardjik for Sofia

Thursday, January 27**Designing USAID Programs to Address Real Needs and Produce Tangible Results**

The day will serve as the focal point to discuss key issues that USAID officials need to be cognizant of when designing and implementing local economic development programs. Each element is equally important: for a successful program a careful country analysis is necessary to start its interventions at the right entry points. Well identified entry points will bring along activities that target real needs of local government and the private sector for the benefit of the community. Measuring program success will also measure how the communities are developing, and inform program sustainability strategies. The participants will be given the opportunity to reflect on their current programs, and identify potential gaps and/or opportunities to enhance their local economic development support portfolio.

Overall facilitator: Corinne Rothblum, Senior Program Manager, ICMA International Programs

- | | |
|----------------------|---|
| 8.45 – 9.30 | Plenary discussion on field practicum.
Facilitator: Corinne Rothblum, ICMA |
| 9.30 – 10.15 | Panel discussion: Finding Entry Points for Successful LED Programs: Applying Lessons Learned
Facilitator: Jon Bormet, ICMA
Panelists:
Lewis Tatem, Senior Economist, USAID/CAR
Rafail Narinsky, Project Management Specialist, USAID/Russia
Kiril Kiryakov, Local Governance Advisor, USAID/Bulgaria |
| 10.15 – 10.30 | Coffee break |
| 10.30 – 11.45 | Panel discussion: Measuring Success: Developing Meaningful Indicators: Models to Measure the Success of LED-Related Initiatives
Facilitator: Kiril Kiryakov, Local Governance Advisor, USAID/Bulgaria
Panelists:
Kantcho Kantchev, Director, PLEDGE Foundation, Sofia, Bulgaria
Jane Daly, Chief of Party for the Serbia Employment Promotion Project-World Bank, Worldwide Strategies, Inc.; former COP, Bulgaria PLEDGE Project
Steve Rosenberg, Chief of Party, Local Government Reform Project, Serbia
Janusz Szewczuk, Vice President, Local Economic Development Association, Poland |
| 11.45 – 12.45 | Action Planning for LED – Break-out group discussions
Format: Small-group discussions/planning exercise in country or regional groups |
| 12.45 – 13.45 | Buffet lunch at the Hilton |
| 13.45 – 15.15 | Panel Discussion: Sustainability Strategies
Facilitator: Judit Deilinger, ICMA |

Panelists:

Kiril Kiryakov, Local Governance Advisor, USAID/Bulgaria

Janusz Szewczuk, Vice President, Local Economic Development Association, Poland

Dusan Kulka, Director and Managing Partner, Berman Group, Czech Republic

15.15 – 15.30

Coffee break

15.30 - 17.10

Plenary Discussion: The Way Forward

Facilitator: Jon Bormet, ICMA

Panel:

TBD

15.30 – 16.30 Group reports on action planning

16.30 – 17.10 Town Hall Discussion

17.10-17.30

Conclusions, next steps and closing remarks

Presenter: Randal Thompson, Team Leader for the Social Transition Team, E&E DGST, USAID/Washington

ANNEX D

Group Exercises

LED Continuum Reports from Specific Countries

Bulgaria

- EU accession is the driving force.
- As for their strategic plan, the process is already irreversible

Macedonia

- Citizens expectations – there are new laws for decentralization which will be in place this year
- The main challenge has been to keep the focus

Serbia

- The main challenge is regional diversities

Georgia

- Capacity of local government
- Infrastructure
- CEE was expected to be more board
- Capital city is in a different region

Montenegro

- Challenge Regional disparities
- So far programs have been preparing local governments for proactive economic development
- Now its time to move forward

Kosovo

- Challenge – UN, provisional government
- High level of centralization
- Rigid framework for local governments
- Spending at local government centralized
- Low own-source revenues
- New people in government positions
- First local government program is running. It is addressing LED

Romania

- Awareness of need for LED exists
- Capacity is lacking

Kyrgystan

- N/S disparities
- Little understanding and capacity

Ukraine (LED project)

- new government brings optimism
- understanding is good but needs to be put into action

Russia

- More awareness in small cities of need to learn to act upon LED
- Eight years of ED experience of USAID in Russia
- Inefficiencies have been addressed
- No LED strategy was pursued
- Visions need to be created

Hungary

- West and East are different
- Budapest and the other parts are different
- Collaboration is low

Bosnia

- Solid basic services
- Infrastructure improving
- Land conveyance – lags behind
- Sarajevo is more developed but the other urban centers are not too much behind

Croatia

- May have weighed cities in more than regions
- Regional disparities
- Business profiles – regional development agencies are moving the process – USAID helped significantly

ANNEX D

Group Exercises

Role of Local Government

Issue I

- Consensus
- Chemistry
- Competence of Management and Staff
- Clarity – transparency
- Control Mechanisms

Examples providing local government the preconditions to sustain LED

- Bulgaria
- Romania
- Budapest Hungary

Issue II

- Commitment of mayor and local LED official to know what LED is
- Have an LED office
- Institutionalize the capacity and staffing of an LED office
- Conducting community assessments and business profiles
- Institutionalizing partnerships – economic advisory committee as example
- Effort on part of local government to enhance and improve infrastructure and services
- Capital improvements planning
- Availability of advice from a practitioner when needed

Key stakeholders

- The state
- Local government leadership
- Decentralization of processes
- Community business organizations
- Trade associations
- Other NGOs
- Private sector businesses
- Utilities
- Trans-border associations
- Regional/Border Associations
- International Donors

What type of financing and whose responsibility is that?

- Varies based on country's ability to take on loans
- Collateral laws in place
- People who can do credit analysis
- Republic don't want to empower municipal level to take on loans
- Jointly partnering with other donors (social investment fund world bank)

Issue III

- Including targets within projects (USAID projects)
- Project design that are geared towards the target
- Work at decision making level to make sure there is inclusion as part of a legal structure
- Clarify ED objectives
- Reduction in Poverty
- Structural problems – women's access to credit, youth left out of whole picture of proper education into the business world, make productive in a market based economy equipment, textbooks, curriculum, state based education
- Things that work
- Negotiate so that new investor must hire from local population
- Public Work projects as training
- Send people to US to learn about how to work with businesses and how local government does economic development
- Include NGOs/Advocates in strategic planning
- Education Institutions
- Women US Experience

Issue IV

Designing new USAID programs

- Work on framework issues
- Access to capital
- Tax, customs, Rule of Law
- Association development
- Land use and its regulation

Better coordination between Economic Growth and Democracy Growth efforts

- Find Synergies
- Joint Programs
- Decentralization – turn LED Loose, Cross-cutting
- Russia does Inclusive/Pilot Programs
- Can we include business advisory services
- Exchange ideas between cities

How does LED Fit into an Overall Framework?

ANNEX D

Group Exercises

How Local Government Can Make the Most of its Potential Role in Local Economic Development

Group I

- Legal responsibility (Legal Framework)
- Professional staff dealing with local economic development institutionally
- Citizens participate in decision making process – increased community dialogue
- Development oriented municipal budget versus socially oriented one – ensuring local funds for economic development purposes

Group II

- National Policy – State Government
- Creating environment
- Business community - associations, chambers, companies
- Civic society – NGOs and associations with vested interest in economic and other development issues

Group III

- LED is completed enough process and if burdened with request to especially address perspectives of socially endangered deprived groups it is very unlikely that it will work. LED is not a poverty reduction program

Group IV

- Providing technical assistance to the local stakeholders involved in economic development
- Assist institutionalizing of local development oriented resources

ANNEX E

Summaries of Group Discussions

Expectations

- ___ Sustainability of LED
- ___ Interrelation between LED and Regional Law
- ___ Performance
- ___ Preconditions for success (what conditions need to be there to have success?)
- ___ What are the realities of politics (donors/funders?)
- ___ Phases of LED
- ___ Examples of successful LED initiatives/interventions
- ___ Exchange concepts and experiences
- ___ What is LED as opposed to ED?
- ___ How to attract more investment to the communities
- ___ Strategies that work
- ___ How LED process to better serve both rural and urban populations
- ___ How to apply to rural areas
- ___ Learn about relationship of central government in Local government?
- ___ Learn about new techniques in ED
- ___ Learn about joint development in democracy process in planning and developing economic programs
- ___ Lessons learned
- ___ Firm inputs for strategy development
- ___ Input on designing new programs
- ___ Understand the role of local government in LED
- ___ What the best balance between central planning and the expectations of the local economy
- ___ The impact of LED on a regional level?
- ___ Solutions that are more practically focused and not theoretical, what can we take back to our programs in our countries
- ___ Models of LED (private public partnerships)
- ___ Indicators to measure progress
- ___ Create links between LED and policy reform at the national level
- ___ Balancing community broad based interest with profit and business and incentives
- ___ To contribute a little bit, to learn a lot and have fun as well

ANNEX E

Summaries of Group Discussions

Local Economic Development Definitions

January 24, 2005

- Definitive vision/mission setting
- Community driven process
- Creating a mix of inputs
- Bottom up approach
- Enabling environment
- Mobilizing public and private sector and external and internal resources to increase wealth and improve the social and economic well-being and quality of life for the community.
- Improve economic status of the general population through grassroots and community partnership, local government, public private partnerships, NGOs and civil society
- Planning policy, job creation and entrepreneurship and public private partnerships
- Broad based income generating activities resulting from the participation of stakeholders and optimal use of available resources and the local capacities
- Hardwork
- Mobilizing of local stakeholders to identify and develop the resources in order to increase their economic competitiveness
- Efficient use of resources to create opportunities for the entire community
- Local stakeholders involved in strategic planning and implementation – services – infrastructure-investment to create jobs and economic growth
- All the above
- Collaborative effort between municipal government, civil society and business community to take advantage of the environment to move communities forward in realizing their economic potential
- Participatory approach to identifying and implementing models to create a better living environment
- LED process of strategic partnerships to encourage investments external and internal and create new jobs – it never ends

ANNEX E

Summaries of Group Discussions

Key Elements in Economic Development

Mobilizing the community for LED

- Find the right people from each sector
- Instill sense of ownership from the very beginning
- Create competitive environment for municipalities
- Establish public-private partnerships
- Build civic responsibility
- Strategic partners who you form partnerships with
- Must have hardware and software together to have good LED
- Role of mayor, municipality, and stakeholders are different and have limitation
- Most effective way for LED is to engage all stakeholders

Creating an investment friendly environment

- Ensuring proper preconditions at the national level
 - Stable political and social situation
 - Sound macroeconomic policies
 - Endurable tax burden
 - Good governance practices
- Ensuring proper preconditions at the local level
 - Determined local political leadership
 - Communication/cooperation with business community
 - Willingness to commit resources and take risk
 - Readiness to learn
- Attractive Business Climate
- Market-ready Business property available
- Scope, credibility and professionalism of relevant public sector services
- Dealing with Conflict issues such ownership and rule of law

Strategies for private sector development

The question arose as to what comes first, legal and regulatory issue policies or direct work with local municipalities to work with businesses? In other words, can private sector be developed without the regulatory policies in place?

- Get business organizations and LED associations to push needed policies

- Understand what market economies are
- Realize one size does not fit all
- Build grassroots support
- Mayor must be prime mover
- Get mayor to get the private sector involved
- Have communication between business and government
- How much do you put your emphasis? SME, entrepreneurial development
- Access to credit (RLF, development credit, risk sharing, micro-credit)
- Infrastructure development, such as industrial parks
- Redevelop property
- Provide services and/or technical assistance to specific SME's

Strategic planning and LED

- Create local ownership to sustain enthusiasm within the process
- Get all stakeholders involved throughout the whole process
- Analysis of resources before planning
- Process should be tied to the capital planning of the municipality
- Unrealistic expectations should be avoided
- Resource management
- Motivation impacts quality of planning
- Watch evolution of the plans once they are created
- Set priorities
- Human Factor/Lack of Skills
- Look at possible projects for quick results to maintain enthusiasm and engagement
- Work with businesses
- Involve the businesses in the strategic planning process
- Business advisory groups

ANNEX F

Information on Field Practicum

OVERVIEW OF PANAGIURISHTE SITE VISIT

General Information

The Municipality of Panagiuershte is situated in South Central Bulgaria, Pazardjik region. The Municipality of Panagiuershte is an administrative center and is comprised of the City and eight settlements with a total population of 29,818 (year 2002). It is close to the two biggest cities in Bulgaria: Sofia, the capital – a 90 min highway drive, and Plovdiv – a 45 min highway drive.

Economic Development Features

During the transition period Panagiuershte, like many other Bulgarian cities, encountered a decrease in economic growth, severe lay-offs, and high unemployment due to the restructuring and privatization of major industries. Today enterprises in the following key industries are representing the local economy: high technologies - optics, optical- mechanical production, precision mechanics, copper mining and floatation, machine building, textile and sowing, and wood processing. Panagiuershte has a well developed professional education system and provides an educated work force, especially for the optical-mechanical and optical-electronic production. There are favorable conditions for mountain and ecological cattle breeding, dairy and meat production. It is a peaceful, quiet, and safe town.

The local government of Panagiuershte has been leading a pro-active economic development policy for the past several years and has excellent practices of interaction with the local business community. Panagiuershte is one of the first Bulgarian cities which initiated and is conducting annual investment forums in cooperation with the local Union of Entrepreneurs. During the visit the group will be able to meet with the leadership of the Municipality and discuss the role of the local government in economic development and get acquainted with the current initiatives for economic growth.

Site Visit Activities

Meeting with the members of the Economic Development Advisory Board will allow the group to gain knowledge of the partnership between the Local Government and key community business leaders aimed at the formulation of economic development policies and plans for future development of local companies.

The group will hear a presentation on the Public-Private Partnership to support and recruit businesses in high tech industries in the existing industrial park, Opticoelectron. They will visit the industrial park, Optikoelektron, meet with the management and observe the hi-tech production. The project to promote Panagiuershte as the best place for high tech industry development, and then to market the existing industrial park to potential high tech recruits was implemented under the Bulgaria Resource Cities/City Links Program with the technical assistance of professionals from the City of West Carrollton, Ohio, USA.

More info on Industrial Park Optikoelektorn is available at (www.inpark-oe.com).

List of officials for the meetings in Panagjurishte:

1. Marko Mechev, Mayor
2. Georgi Gerginekov, Chair of the City Council
3. Polia Pencheva, Head of Department Investments and Eurointegration
4. Sergei Blagov, Certified LED Specialist, member of the Local Economic Development Team

Economic Development Advisory Board members:

1. Alexander Gurari, Manger of the Bulgarian/Norwegian/Swedish Co,"Dinonitromobel
2. Ivan Cholakov, Executive Director of Optics Co.
3. Luka Garchev, Executive Director of Otikoelectron Group Co.
4. Raina Daskalova, Manager of Riton Co.
5. Roumen Kostov, Manager of Koveks Co.
6. Dimitrius Karatanasis, Manger of Bultex Co. (Greek Investment)
7. Phillip Kamburov, Chair of the ED Standing Committee of the City Council
8. Georgi Gerginekov, Chief Accountant of the "Yana" Co. and Chair of the City Council

Otikoelektron officials:

9. Luka Garchev, Executive Director of Otikoelectron Group Co.
10. Vladimir Nedialkov, Director of the plant
11. Sergei Blagov, expert

OVERVIEW OF PAZARDJIK SITE VISIT

General Information

The Municipality of Pazardjik is situated in South Bulgaria, in the central part of the Higher Thracian Valley and its position as a major trade route has been used to bolster its development. The municipality is comprised of one city, Pazardjik, and 31 villages with a total population of 127,900 (year 2002). Its location on major roads and railways passing through the area and its proximity to the largest cities in Bulgaria, Sofia (120 km) and Plovdiv (36 km), have increased its potential for economic growth. The unemployment rate has been decreasing over the past several years and Pazardjik now is one of the most prosperous municipalities in Bulgaria. Major industry branches include machine engineering, furniture production, metal-cutting, paper and cupboard production, food-processing and others. Among the priorities of the Municipality are the revival and further development of the agriculture and service sectors.

Economic Development Features

The Municipality of Pazardjik and its leadership have been strongly determined to facilitate and encourage constructive business initiatives. The City has developed investment projects and strategies heading for direct investment through the establishment of a favorable economic environment. One of these initiatives was the development of the New Economic Zone (Industrial Park) to support local SMEs, attract new

investment, and create employment opportunities. The Industrial Park Project was initiated in 2000 and developed under the Bulgaria Resource Cities/City Links Program with the technical support and assistance of the City of West Bend, WI. Four years later, all parcels in the Economic Development Zone have been sold and the operating facilities are in place.

Site Visit Activities

During the visit to Pazardjik, the group will be able to meet with the Municipal Leadership and hear a presentation on the efforts of the Municipality and practical steps undertaken to create the industrial park and recruit businesses. The group will make a stop at the industrial park zone, observe the new facilities and those under construction as well as see the on-going construction of the industrial park infrastructure. They will also have a short meeting with the owner and manager of Elit- Avto Co, (auto-repair services), who located his business in the industrial park.

List of officials for the meetings in Pazardjik

1. Ivan Evstatiev, Mayor
2. Todor Popov, Chair of the City Council
3. Gorchev, Deputy Mayor
4. Iordan Badiokov, Manager of Elit- Avto

OVERVIEW OF PLEVEN SITE VISIT

General Information

The Municipality of Pleven is situated in the north part of Bulgaria and occupies the Central part of the Danube lowland, almost at an equal distance from the Danube River and the Balkan mountain range. Pleven is 170 km away from the capital, Sofia, 130 km from the biggest river port at Rousse, and 320 km from the Black Sea port at Varna. The closest Danube river access to the city is at Somovit, 30 km from Pleven. Pleven district has over 350 thousand inhabitants; about 150 thousand (year 2001) of them are citizens of the city itself and turn it into a strong urban center, the seventh largest city in Bulgaria.

Economic Development Features

Over 70% of the economy in Pleven is private. It is multi-ranged one: machine building, oil processing, cement and glass production, light and food industry, agriculture, commerce and services. Every year investment in the Pleven economy increases by around 120%. In the past four years Pleven municipality and her infrastructure mark an investment of over 320 million BGN. According to official statistics, the index of unemployment during the period 2000-2003 has decreased from 17% to 10% and as of February 2004 it was 10.54% which definitely marks an improved business environment achieved through the pro-active policy of the municipal leadership.

Site Visit Activities

During the visit group will be able to meet municipal officials and business people and will discuss the new role of the Municipality in LED; Pleven's experience in supporting and improving the business climate; specific infrastructure projects implemented to help the local businesses; the involvement of EDAB in decision making and its role for economic growth; joint efforts for attracting tourists to Pleven; public-private partnership for development of a library and a business centre in Pleven.

Meeting the "Vaptsarov" J.S.Co will allow the participants to hear about a contemporary and dynamic company, which has modern equipment, qualified specialists and workers. "Vaptsarov" J.S.Co. is one of the biggest machine producing plants in the country and it is one of the key partners of Pleven Municipality. Main products include presses equipment, automatic devices for press, turbines, and hydro power equipment.

The participants will also be able to see the building of the Library and the Business centre they will hear about in the morning. At the end of the visit, the group will visit the Panorama – one of the biggest tourist attractions in Bulgaria. This will give them a chance to see one of the tourist points of interest taking place in the Pleven Strategy for Tourism Development.

List of officials for the meetings in Pleven:

1. Naiden Zelenogorski, Mayor
2. Ognian Tsanev, Deputy Mayor
3. Desislava Ivanova, LED specialist
4. Ilka Ilieva, Member of EDAB
5. Mr. Mateev, Deputy Mayor
6. Vladimir Popov, CEO of "Vaptsarov" J.S.Co

ANNEX G

Evaluation Summary

Overall, how do you rate this workshop?

- 7 people (20% of respondents) rated the course with a 6.
- 18 people (51% of respondents) rated the course with a 5.
- 8 people (23% of respondents) rated the course a 4.
- 2 (6% of respondents) people gave the course a 3.
- 0 people gave the course a 1.

Average rating: 4.86

Briefly, why did you give it this rating?

- Because I learned so much.
- Some of the topics discussed were too advanced for Georgian situations. Although, they were still very helpful. It would be helpful if there were notes included that would describe and explain the steps to achieve such results in more details- other countries' examples.
- I learned a lot here. The agenda and materials provided were good, but too many panelists and participants spoke at great length without any reigning in- more strident facilitation was needed to prevent repetition and stop the endless discussion of the Serbia- Montenegro strategy.
- People came to the session with very different definitions of LED with different goals for the program. This made it very difficult to maintain the focus of the conference and get as much out of it. Perhaps the goals of the conference could have been either more clearly articulated or developed in a more participatory fashion to ensure buy-in.
- Excellent topics- not too many attendees allowing for interaction.
- Excellent balance between presentations of new info and examples and discussion time- both plenary Q&A and breakouts.
- Because it did not clear up the misunderstanding from the very beginning.
- Useful discussion of tools- like to have more handouts on models and tools. Seemed to be a lot of discussion on and workshops to develop LED definitions which have preexisted workshop- lost time. Great thing was bringing huge group of talented people together to share experiences!
- The topics were interesting, but as people define LED differently and have different sorts of programs, some conversations were overly broad.
- Lots of content, but much of it not focused enough on the topic 'strategies that work.'
- Very active type of conference with a lot of debate.
- Break-outs were very well-conceived. Some panelists could have focused more on the topic. The mix of participants was diverse and that was a big plus.
- It was general discussion- there were not enough opportunities to focus on particular issues of interest. Long sessions and working day.
- Very well organized. Focused and facilitated towards achieving results and conclusions.
- Good choice of topics- interesting panelists.

- The design and implementation moved from info/brainstorming to reality trips to focused action groups and panels. I prefer this type of design flow!
- Because there is always room for improvement everywhere. The point is the site visit day and homework with subs could be better.
- It helped me to get a wider view of LED in CEE, so I could better understand the place of Ukraine in it. I've got some ideas which I believe will be useful in my work with Ukraine cities.
- Too broad with the topics; workshop is squeezed into 4 working days, thus there was not enough time to properly address all topics listed in adequate manner.
- It would be 6, but I was expecting more answers for LED and less questions. Anyway, workshop was a great opportunity to exchange information.
- The content raised many issues that most participants are aware of but can not implement due to problems in integrated programming within USAID. Facilities and organization of the workshop were excellent! Most of the presenters were eminent in their fields and provided impressive case studies.
- The content was excellent, as was the mix of participants. The facilitators allowed time to be used inefficiently.
- The topic is excellent, but was lessened somewhat by being derailed by concerns that seem too mission specific.
- Overall, the workshop was a good opportunity to learn what works and what does not while designing and implementing LED programs.
- I liked the LED continuum exercise. I would like to have taken the exercise further- for different tier cities- based on stage of development of preconditions for successful LED imitations- which tools are most appropriate.
- Gave good perspective on the variety of thinking about LED. One day too long because of some overlap in sessions. Sessions could have been facilitated with a stronger hand to limit digressions.
- For me it was a great opportunity as an employee of an implementer to get the entire impression of USAID operations in EE as well as a global picture of implementers' operations. Also, as we've just started an LED project in Ukraine, experience of more developed countries was useful. Particularly, I am planning to use practices in LED toolkit and M&E process.
- It met my expectations- made us (USAID mission) think how to work out an LED strategy and we are going to do it. Let's have more of these!
- Most objectives were met.
- I had the opportunity to learn about LED issues and hear directly from other participants what they think about the usual LED problems encountered.
- Good overview of LED and techniques.
- It was interesting that in many missions there is an urgent need to synergize LED with LG and democracy. Excellent presentation of Phillip Dunlap. Less interesting were group exercises- too fast and superficial.
- It contributed to raising my awareness about the cross-cutting nature of LED.
- Good workshop planning and presentation overall.
- Hotel is nice, service is excellent, working materials are good; panelists are very good, organizers (ICMA people) nice; site visit to Pazardjik and Panagjurishte very well organized.

What content/concepts discussed were the most important for you to better support and integrate LED activities and programs in your work?

- First, I am learning what LED is. Then I can integrate LED into broad EG strategies, or better yet, into EG-DG strategies.
- Performance indicators, sustainability strategy, group discussions on LED strategic planning and private sector development strategy.
- Developing indicators, how to engage existing businesses in the community and support their expansion, strategies for attracting business.
- Monitoring and evaluation, sustainability issues.
- DCA
- All valuable to me as a kind of outsider- my work is a contribution/peripheral and this has helped me with a broader understanding of a wide range of LED/LG issues; I will be able to use it all.
- Certification process for LED; factoring and DCA tools; presentations on country cases was very useful- good discussion/debate. LED network will be useful.
- Although we didn't have any solution in the end, discussions on EG/DG and AID/implementer integration was useful.
- The actual examples of LED programs, rather than the general structural questions about AID organization.
- How to integrate private businesses and local government with other participants/donors/banks, etc. with a purpose to improve economic growth at the local level and connect them easily with the global plan.
- Coordination, or lack of it, between EG and DG offices in USAID missions is a common and important theme. For example, my project needs to work with the Rule of Law projects.
- How to attract investments.
- Past experiences from other countries/programs.
- Third country experience- Poland, Czech Republic, Hungary.
- Green spaces- regs and politics; regulatory efforts; how citizen groups become partners with municipalities.
- Cities must compete for investors and mayors should be able to speak the same speak which their business people speak.
- Concrete projects and practices which were presented.
- LED Continuum, site visits.
- Cities: Drivers of Economic Growth, and Mobilizing the Community for LED.
- ICMA's successful twinning programs; Czech Republic's LED evolution since 1990.
- LED continuum and scoring was very useful. Presence and opinions of former mayors.
- Lessons learned from Poland and Czech Republic.
- Interaction between local government and private sectors and how LED may work in rural areas and small municipalities.
- Successful models in the most advanced countries- Hungary, Poland, etc.
- Mobilization, government/community collaboration.
- LED practices from Bulgaria and Czech Republic; M&E, indicators, baseline session; defining LED.
- Other E&E countries' experiences; local Bulgarian experience; Auburn, AL and other CityLinks programs.

- Participatory approach, drivers of LED.
- What has been done in the Czech Republic, Poland, and Bulgaria is worth learning about.
- First day.
- Understanding of similar problems and need for the similar approaches according to the on-going shape of transition.
- Entry points for LED; sustainable strategies.
- Panel discussions on Thursday afternoon on indicators.
- Financing options for SMEs.

Of the topics presented during the site visit, which was the most useful for you? Why? (Please circle which city you visited: Pleven Panagjurishte/Pazardjik).

PLACE UNKNOWN

- Many topics were very informative. Better though, was the dialogue and debate.
- Monitoring and evaluation
- There was little difference- I mean topics between what we heard in the first 2 days of the workshop and what was presented in the municipalities.
- Auburn- the LED program gives us the ability to put the real world American perspective (often lost in missions) into the LED program design.
- Integration of government and private sectors.
- Exposure to the life of Bulgarian municipality, its political leadership. Less visible was economic development work.

PLEVEN

- Site visit was interesting, but much less useful. Businesses visited didn't seem entirely appropriate. It was interesting to learn about Pleven's own investment efforts, but that discussion could have been more extended.
- It was encouraging to see the mayor's enthusiasm and commitment. The company visit was not a great example of LED, and the Panorama visit was interesting but not necessarily instructive.
- The presentations of the LED advisory boards because that focused on the actual methodology rather than the xxx of town. However, more interactive discussion and with the multiple members of those two boards would have been more useful in better understanding what had been done through AID programming.
- Process of privatizing problems, related employees, decreasing the number of unemployed.
- Visit to the factory.
- All.
- The concept of the City's government of public-private partnership.
- Factory tour.
- The most useful was a meeting in the city hall to get the general impression of the city's achievements.
- The visit to the mechanic factory because that showed the real picture of Bulgaria's current economic situation.
- The Panorama tourism concept.

PANAGIURISHTE/PAZARDJIK

- The most useful was visiting the industrial park in the city of Pazardjik. This was one of the most successful examples of public-private partnerships. I will be telling this story to the Georgian municipalities and encouraging them to start dialogue with the businesses that hopefully will lead to the implementation of such a partnership in our country.
- Site visits to industrial parks were useful to see what these cities were working with- especially their existing infrastructure. Again, we had a problem of everyone talking without boundaries or respect for the timetable.
- N/A
- Greenfields; LED councils and business advisory board to mayor.
- Good example of Greenfield business park. Interesting case of the optical park in Panagurishte- but is that was of privatization of SOE really optimal?
- Client/citizens trust factor of making deals with municipality where mayors changed (depolitization?); credit that accompanied green space.
- The way the City of Pazardjik achieved its results and implemented its project- they overcame a lot of obstacles along the way.
- LED Partnership.
- Observation of the industrial park in Pazardjik- meetings with local entrepreneurs- private partnership example.
- Viewing the industrial park and the efforts made by the LG to make it occur!
- History of industrial park development.
- Municipality's role in LED.
- Industrial park development.
- Visit to Opticon was very interesting and conversation with general manager of the company, Mayor of Panagurishte was excellent! He supplied us with lot of information and answered our questions.

How do you hope to apply what you have learned in the next year?

- I will start encouraging Georgian local governments on more aggressive dialogue with local businesses- identifying their needs and trying to come up with joint solutions.
- Build on successful twinning strategies. Help local governments think through incentives to expand existing businesses or attract new businesses. Collaborate with AG, SMEs or other programs.
- Ideas generated out of integration/collaboration discussions. Application of sustainability approaches. Use networking contacts to continue dialogue.
- I will be able to better assist mission and partners in refining goals/components of study tours.
- Launching LED project in next 6 months.
- Strategy/program design.
- Through direct implementation of the modified CRDAE extension in Montenegro.
- Try to identify very carefully what priorities do municipalities have where we are planning to implement certain activities. Pay attention to strategic planning, including all relevant actors.
- I hope to address the EG/DG estrangement with the mission. The role of FLGR in LED also interests me as it might apply to our municipal association.
- I am working on the design of the LED program.

- In development and implementation of LED projects in Serbia.
- Improve project integration at local level.
- How to better form joint citizen/municipal business plans.
- Review the next year workplan of our implementers and make sure that DG links with EG are utilized.
- We are about to publish a journal which will cover LED issues. The journal will mostly be distributed among Ukrainian mayors and ED officers- this journal will promote ideas I've gotten from this workshop.
- USAID Serbia Mission is in the process of developing a new strategy. I hope to contribute to this process with knowledge and information I have received during this workshop.
- To implement and modify existing approaches with best practices and lessons learned.
- Yes, especially LED components related to ED planning, technology parks, entrepreneurial development. I would like to push for more twinning in our program.
- We will incorporate more specific training to develop LED Specialists in our region.
- Better coordination with bilateral missions.
- To promote LED elements in the current programming of my SO and others' SOs.
- Better incorporation of LED tools into projects we are implementing.
- Collaboration with other implementers; technical resources and best practices.
- I've got ideas for M&E of LED activities: indicators, baselines. I am going to check how it could be appropriate to M&E planning in our conditions. Information about LED practices will be revised/adapted to Ukrainian conditions and included into LED toolkit and published. Also, it will be useful for conducting training in cities. Some recommendations could be done also for project's CTO about planning of visits of Ukrainian groups to CEE countries in the framework of LED.
- Either have an integrated EG/DG strategy more focused or better integrate our LED strategies to make greater impact/results.
- Promote inter-office cooperation; monitoring LED and related projects.
- I'll try to include some of the ideas learned in the design of a new LG program.
- Municipal economic strategies and teams.
- I found confirmation that cross-cutting strategy of planning and implementation of our activities is on the agenda of different missions especially in NIS.
- Share more info with my EG colleagues; look for joint implementation approaches.
- Directly with the Ukraine ED Project.
- I will pass information I gathered here to people from my municipality. I will also try to implement some things that I learned here in my project (LAMP).

What suggestions do you have for improving the workshop?

- More tools and examples of how to succeed while advocating LED toward central government.
- More diverse representation- high concentration of Serbia-Montenegro team members led to too much emphasis on that mission at the expense of every related concern in other countries in E&E. Where were Albania, Armenia, Romania, and Moldova? Would have benefited from some discussion of urban vs. rural economic development.
- Develop goals for conference earlier to get buy-in and ensure that conference meets participants' needs.

- The site visits were not particularly informative.
- None.
- Splitage between the USAID staff and implementing partners. Clearing up the definitions within USAID.
- Better use of talent invited. Went quite smoothly. Optional evening sessions to be encouraged.
- Instead of the lecture format for the Pleven trip, having a chance to speak one-on-one with more people in the municipality would have been nice.
- Greater focus on interactive discussions on strategies that worked.
- More concrete successful examples.
- Better arrangements on Speakers Visits. It will be more useful to have those from 9th May earlier scheduled.
- Little more time for discussion would have been beneficial.
- Just a little better on logistics/room; set-up.
- Do the same type of workshop with more specific targets for sub-regions in the region (Ukraine with their country offices, Caucasus, etc).
- To focus more on specific topics and issues and try to provide as many answers as manageable so participants could have it from both hearing the questions and receiving the answers.
- To be more focused on examples and best practices, not to be oriented to the theory and SOs.
- More time for networking!
- Tighter control of the agenda. Better preparation of presenters (with notes, etc.)
- That's good to have participants from very diverse countries, but for practical reasons it may also be good to arrange workshops for participants from countries of similar levels of development.
- More time for participants- field USAID staff/implementers in the field- to present models and lessons learned. What was the point of throwing in social transition at the end of the conference?
- I understand this workshop has a primary goal to mobilize all USAID resources effectively and primary participants are USAID employees. As for implementers invited, maybe I would support having some special working sessions for implementers separately and then to have joint meetings with USAID people again to discuss results.
- Make it longer; bring in people from successful municipalities; more case studies; other global experience in how USAID implements programming.
- Allocate more time to group/country discussions; Use brief presentations in groups to better structure the group discussions.
- Please allow more time for open discussions.
- More sophisticated site visits.
- Add more sense to group exercises.
- The room could have been larger.
- Moderators should better lead group discussions.

Please add any other comments you would like to share.

- Jon Bormet was great, enthusiastic, lively! Judit Deilingner was also terrific in a more behind-the-scenes way- keeping people in line. Logistics all seemed smooth- Hilton was very pleasant. Contributions from Poland, Hungary, and Czech Republic were interesting!

- I think that a divide remains between EG and DG understandings of LED and vision on how to coordinate and collaborate. Perhaps brainstorming on this could have been included.
- Perhaps the net for attendees could be cast wider to capture additional LED views- other implementers whose work touches on LED, such as my project or projects supporting NGOs that focus on LED- but of course space is a challenge- thanks!
- Room was hot; bad air circulation.
- The days were long and breaks were short. The last day was interesting but it was a little tough to concentrate after such an intense, packed schedule.
- To improve process of sharing information we must be more interactive, implementers especially!!
- The absence of any USAID/Macedonia participants made some of the requested input difficult for me as an implementer.
- Thanks to the organizers!
- Thanks for the very well thought-out design. Design is at least half the battle. You also showcased FSNs- as it should be! Stay on follow-up.
- ICMA, I love you, you are great!
- Workshop should be at least 5 working days as originally planned. Then, less topics should be on the agenda but with more time for discussions. Facilitation of discussion should have been more structural to prevent domination on the discussion by some participants. Organizers and facilitators should not have allowed new topics to be muscled into the agenda which turned out to be for the benefit of 2 small and limited groups of participants thus leaving the whole auditorium without the chance to hear about topics already on the agenda.
- A core issue that rose throughout the conference was the lack of coordination within the various USAID technical in the field/HQ that prevents integrated LED programming!! This is a structural problem that needs to be addressed internally by USAID.
- I believe USAID is not fully capturing its results in LED in the northern tier because of the long time frame for full realization of results. A comprehensive study/survey of the impact would be very enlightening- both for capturing past results and informing future program development.
- I liked the rich mix of local USAID staff/implementers and expat USAID staff/implementers. Would it have been better to have greater balance between DG types and hard ED experts?
- Thank you for giving me this great opportunity to meet everybody and I will be glad to share all achievements of our Ukrainian LED project in a year from now.
- Conference facilitation was excellent!
- Thank You! You did a good job indeed. Special congratulations to Vickie Clark, Mike Keshishian, and Kiril Kiryakov!
- The discussions on Thursday were very useful- we should have had more time for this during day 2 as well.
- Look forward to workshop report.
- It would be great if you organized a 2-hour Sofia sightseeing tour on Sunday when we arrived.

ANNEX H

Sofia Bulletin: Newsletter for January 23, 2005

Sofia Bulletin
January 25, 2005

USAID defines its role and goal in LED

USAID E&E Open LED Conference in Sofia!!

"LED, from USAID's Urban Program's perspective, means economic growth, improving business development services, strengthening local government capacity to improve the business environment." Vickie Clark

"USAID's goal is to leave the organization, or country, with the capacity for economic growth." Debra McFarland

USAID Key principles for successful LED initiatives

- To promote government decentralization
- Establish community responsibility
- Increase collaboration and partnership
- Seek realistic solutions to problems (identified by people in community)
- Focus on economic base that uses community assets
- Facilitate SME development and increase access to credit
- Coordinator resources for maximum benefit

The Word from Alabama Cities: Drivers of Economic Growth

Philip Dunlap talked about integral role that city public leaders play in local economic development. A leader can actively participate in improving the environment for economic development by encouraging the creation of partnerships, trust in the city of local investors and by strengthening the public sector's relationship with the business community.



The Local Economic Development Continuum: Looking at Competitive Advantages and Disadvantages

There are numerous aspects of the local environment that will determine your "community's" competitive advantages and disadvantages. Where does your country stand in the grand scheme of things? Assess how prepared you are for LED, and how cities in your country can become pro-active in LED. What are your competitors' strengths and weaknesses?

Five guiding principles for improving your competitive advantage

1. Private businesses, not local or national governments, create wealth
2. Basic elements of good governance is required
3. Efficient and effective city services reduce the cost of production for the private sector, and allow a city to compete effectively
4. Infrastructure is key to a community's competitive advantage
5. Jobs improve the overall wealth of a community, and the resulting taxes allow better services to be provided to citizens



Equation for the Day

Jobs = Taxes

Taxes = Better services for the citizens

Therefore increasing the number of jobs should improve the services for the citizens.

Your own definition of LED using a combination of the following phrases:

- | | |
|--|--|
| • Community driven | • Planning policy |
| • Creating a mix of inputs | • Broad based income generation |
| • Bottom up approach | • Mobilization and inclusion of local stakeholders |
| • Involvement of public, private and civic sectors | • Efficient use of resources |
| • Internal and external resources | • Leveraging investment |
| • Improvement of economy and community | • Collaboration |
| • Creation of partnerships | • Strategic planning |
| | • Encouragement of investment |

Combining the Brilliance of Participants to Share Strategies

1. Instill sense of ownership of the plan
2. Bring the right mix of stakeholders to the table
3. Build a sense of civic responsibility and empowerment

To Create an Investment Friendly Environment

1. Create an investment friendly and attractive business climate
2. Look at the preconditions at the national and local level
3. Make market ready business property and access to relevant public sector resources available

For Private Sector Development

1. Create dialogue between the city government and the private sector
2. Create an understanding of what a market economy is
3. Get a clear understanding what the private sector in your community needs; is it access to credit, property, infrastructure, technical assistance

For Strategic Planning and LED

1. Engagement of appropriate stakeholders
2. Create a sense of local ownership
3. Take a credible look at available resources and capacity

*Tuesday Conference Room Weather: Dry, No Sun, 30% Humidity. No Sunscreen Necessary.
30% Humidity. No Sunscreen Necessary*

